

PERFORMANCE THE BPSDM OF EAST JAVA PROVINCE IN IMPROVING THE QUALITY OF GOVERNMENT APARATURE SERVICES

Didiek Dwiyanto

didiekdwiyanto64@gmail.com

University of 17 Agustus 1945 Surabaya-Indonesia

ABSTRACT

Indonesia's Long-Term Development Plan of 2025 resulted in The Undang-Undang Nomor 23 Tahun 2014 about Regional Government and The Peraturan Pemerintah Nomor 18 Tahun 2016 concerning Regional Apparatuses. East Java Province deems it necessary to establish regional regulations regarding the formation and arrangement of regional apparatuses, which results in the change from The Badan Pendidikan dan Pelatihan (Badiklat) East Java Province to The Badan Pengembangan Sumber Daya Manusia (BPSDM) East Java. Does this research use a descriptive qualitative analytic method that applies theories and concepts about public management and public services, with a focus of research on how the performance of BPSDM East Java Province in improving the quality of the State Civil Apparatus? What are the inhibiting factors and supporting the performance of BPSDM East Java Province in improving the quality of the State Civil Apparatus?

Keywords: *BPSDM East Java, Public Management, Public Services.*

A. PRELIMINARY

Indonesia's Long-Term Development Plan for 2025 includes The development of quality human resources; the domestic economy is oriented and globally competitive; Mastery, development, and utilization of science and technology; Development of adequate and advanced facilities and infrastructure; and legal and bureaucratic reform. To follow up on Indonesia's Long-Term Development Plan for 2025, the *Undang-Undang Nomor 23 Tahun 2014* about Regional Government was issued and the *Peraturan Pemerintah Nomor 18 Tahun 2016* about Regional Apparatus.

Based on the two regulations, namely the provisions of Article 212 paragraph (1) of the *Undang-Undang Nomor 23 Tahun 2014* about Regional Government and Article 3 paragraph (1) of the *Peraturan Pemerintah Nomor 18 Tahun 2016* concerning Regional Apparatus, the East Java Province considers it necessary to stipulate regional regulations concerning the formation and arrangement of regional apparatuses which will be the basis for the formation of a body that engages in the field of human resource development in East Java Province.

This made the East Java Provincial Government anticipate by issuing various policies. This is also to translate existing regulations at the central level as well as regulations at the regional level. For example with the issuance of

regulations in the form of the *Undang-Undang Nomor 23 Tahun 2014* about Regional Government and the *Peraturan Pemerintah Nomor 18 Tahun 2016* concerning Regional Apparatus.

The Development of the State Civil Apparatus is carried out through bureaucratic reform to increase the professionalism of the state apparatus and to achieve good governance so that it can support the success of development in other fields. The focus of its development is directed at the government bureaucracy with a priority on the ability of the public sector to deliver public services and to implement good governance.

In order to improve the quality of the government apparatus within the East Java Provincial Government which is professional, clean, authoritative and neutral in providing services to the community, the *Badan Pendidikan dan Pelatihan (BADIKLAT)* East Java Province has changed to *The Badan Pengembangan Sumber Daya Manusia (BPSDM)* East Java Province.

BPSDM East Java Province is the one who will carry out various activities of The Development of State Civil Apparatus Competencies to suit the needs as long as the government welcomes the E.R. 4.0 government era in the future. In order to deal with all the things contained in the above settings, Indonesia needs a smart and excellent State Civil Apparatus. So that in the future they can play an important role in improving the quality of all apparatus both at the central and in the regions.

The problem is the effort to improve the quality of the entire apparatus in East Java Province is still not optimal yet. East Java Province so far has had the *Badan Pendidikan dan Pelatihan (Badiklat)* of East Java Province, in which the *RPJMD 2014-2019 (Rencana Pembangunan Jangka Menengah Daerah)*, Strategic Plan and Fourth Mission of East Java Province which intends to improve bureaucratic reform and public services is apparently still unable to answer the challenges of the future bureaucracy.

From the theoretical problem in the background above, this research is formulated in a research question: How is the performance of the *BPSDM* in East Java Province in improving the quality of the State Civil Apparatus? What are the inhibiting factors and the supporter of the *BPSDM* East Java Province's performance in improving the quality of the State Civil Apparatus?

B. LITERATURE REVIEW

a. Public Organization

In general, there are three types of organizations known to the public. These organizations are public organizations, private organizations, and philanthropic organizations. A public organization is an organization in which performance is managed with orientation or aims to provide services to the public interest. A private organization is an organization in which performance is managed with orientation or aims to seek benefit profit. Philanthropic organization is an organization in which performance is managed with an orientation or aiming for the benefit of social humanity or non-profit, so it is more into charity.

Public management and public policy are overlapping fields of public administration. Ott, Hyde, and Shafritz (1991) analogous that the public policy as

the brain and nerve system, public management as the heart and circulation system in the human body. Public management is thus a process that moves Human and non-human resources according to public policy orders.

New public management represents the transformation of the public sector and its relationship with the government and society. Overman (in Keban, 2004) states public management is an interdisciplinary study of general aspects of the organization and is a combination of management functions such as planning, organizing, and controlling on the one hand, with human, financial, physical, information and political resources on the other hand.

b. Public Management Performance

Keban in H.A Nasir (2009: 26) explains that performance can be defined as the level of achievement of results or "the degree of accomplishment", or in other words, performance is the level of achievement of organizational goals. Furthermore, it was stated that in government agencies especially performance appraisal is very useful to assess the quantity, quality, and efficiency of services, motivating the implementing bureaucrats, monitoring the contractors, adjusting the budget, encouraging the government to pay more attention to the needs of the people served and guide improvements in public services. To be able to assess the performance of public organizations that are multidimensional, it states that performance appraisal is needed by taking into account all existing performance dimensions. (Dwiyanto in H.A. Nasir: 2009)

c. Public service

Public services based on the *Surat Keputusan Menteri Pendayagunaan Aparatur Negara No: 63/KEP/M.PAN/7/2003* concerning general guidelines for the administration of public services, stated: Public services are all service activities carried out by public service providers in an effort to meet the needs of service recipients implementation of statutory provisions. In the same decision, the service provider must meet the following principles: 1. Simplicity, which is a public service procedure that is not convoluted, easy to understand, and implemented; 2. Clarity, which includes clarity in terms of technical and administrative requirements for public services, work units/officials who are authorized and responsible for providing services and resolution/issues/disputes in the implementation of public services, and details of public service costs and payment procedures; 3. The certainty of time, namely the implementation of public services can be completed within the specified time period; 4. Accuracy, i.e. public service products are received correctly, appropriately and lawfully; 5. Security, namely the processes and products of public services giving a sense of security and legal certainty; 6. Responsibility, namely the head of the public service provider or the official referred to responsible for the service delivery and the adjustment of complaints/problems in the implementation of public services; 7. Completeness of facilities and infrastructure, namely the availability of adequate work facilities and infrastructure, work equipment, and other supporting facilities including telecommunications and information technology providers (telematics); 8. Ease of access, which is a place and location as well as adequate facilities and services, easily accessible to the public and can utilize telematics technology; 9. Discipline, courtesy, and friendliness, namely service providers

must be disciplined, polite, and courteous, friendly, and provide services with sincerity; 10. Convenience, namely the service environment must be orderly, orderly, provided a comfortable, clean, neat waiting room, a beautiful and healthy environment, and is equipped with service support facilities, such as parking lots, toilets, places of worship and others.

d. Quality of Public Services

The quality of public services is a benchmark to determine how the performance of public services in an institution providing public services. According to Moenir (2002: 88), in the implementation of public service, there are several factors that support and hinder, namely: 1. Employee awareness; 2. the Rules; 3. Organizational factors; 4. Ability and skill factors; and 5. Factors of service facilities.

The quality of public services according to Sinambela (2006: 6) to achieve satisfaction requires excellent service quality consisting of 1. Transparency, which is service that is open, easy, and can be accessed by all those who need it and is provided adequately and easily understood; 2. Accountability, namely services that can be accounted for in accordance with statutory provisions; 3. Coordination, namely services that are in accordance with the conditions and capabilities of service providers and recipients while adhering to the principles of efficiency and effectiveness; 4. Participation, namely services that can encourage community participation in the delivery of public services by taking into account the aspirations, needs, and expectations of the community; 5. Equal rights, namely services that do not discriminate from any aspect, especially ethnicity, race, religion, class, social status, and so on; 6. Continuity of rights and obligations, namely services that take into account aspects of justice between the giver and recipient of public services.

According to Parasurachman in Nogi (2005: 216), to create quality service quality, then modify five main dimensions related to service quality, namely: 1. Tangibles, which include physical facilities, equipment, personnel, communication facilities; 2. Reliability, namely the ability to provide the promised service immediately, accurately, and satisfactorily; 3. Responsiveness, namely the desire to provide responsive services; 4. Guarantee, which includes knowledge, abilities, politeness, and trustworthiness that is owned by staff; 5. Empathy (Empathy), namely ease in good communication relationships, personal attention, and understanding the needs of customers.

These characteristics or attributes are as thought by Hanjoon Lee et al (2000: 236), namely: 1. Guarantees, courtesy displayed by doctors, nurses, or office staff and their ability to inspire patient confidence and belief; 2. Empathy, Caring, individual attention given by doctors, nurses, and their staff to patients; 3. Reliability, the ability to perform services that are expected to be dependably and accurately; 4. Responsive, Willingness to provide fast service; 5. Tangibles, physical facilities, equipment, and appearance of contacts; 6. Core Medical Services, namely medical service center aspects such as appropriateness, effectiveness, and benefits to patients; 7. Professionalism/knowledge skills, technical expertise, amount of training, and experience.

C. METHODS

This research approach is a descriptive qualitative analytic that seeks to describe a situation or event. This study intends to gain a deep and comprehensive understanding of the phenomena that occur through a process of in-depth interviews and participatory observation in understanding the meaning of the phenomena and the symbolic meaning behind the reality. Therefore, the research focuses on efforts to provide a general (systematic) description (picture) in a systematic, factual and accurate manner about the facts, the nature of the phenomena investigated from an object of research and presented as-is. The focus of the research is the study of in-depth descriptive analysis of the Performance of the Human Resources Development Agency (*BPSDM*) of East Java Province in improving the quality of the State Civil Apparatus, and the factors that influence the performance of *BPSDM* of East Java Province. The type of data needed in this study is primary data and secondary data. Primary data collection techniques carried out by means of interviews with informants or informants using instruments in the form of interview guidelines. The interview technique was carried out in an in-depth interview in order to obtain more information from the leaders, officials, and stakeholders of *BPSDM* East Java Province. Primary data collection techniques are also carried out by means of observations made through direct observation in *BPSDM* East Java Province and recording the symptoms that appear as well as important things that appear in the research observation unit in *BPSDM* East Java Province. Secondary data obtained through the literature, in the form of reading materials in the form of literature, documents, archives in *BPSDM* East Java Province, and related agencies as well as other materials related to research. The results of the analysis are then compiled a research report.

D. EXPLANATION

a. The *BPSDM* East Java Provinces Strategic Policy Direction 2019

The *BPSDM* East Java Province's strategic policy direction of 2019 in responding to future challenges by *BPSDM* is 1. Responsive, namely by building an IT grand design that integrates learning processes to support E-learning, such as learning processes in the form of registration, teaching, assessment, evaluation, and reporting, in addition to building cooperation with universities and professionals; 2. Integrated Organizational Learning, which is able to print change projects that refer to the Governor's Technocratic *RPJMD* and the regional head's strategic program. It also determines the direction of leadership training renewal such as a. strategic leader, b. performance management leader, c. serving leadership. And increasing the competence of *BPSDM* employees and employees; 3. Efficiency, the intention is to save time as the Education and Training instructors do not have to be at the same time point to learn from each other.

The East Java Province Human Resources Development Agency has various legal bases as a basis in the institutional policies, as follows: 1. the *Undang-Undang Nomor 5 Tahun 2014* concerning the State Civil Apparatus; 2. the *Undang-Undang Nomor 23 Tahun 2014* concerning Local Government; 3. the *Undang-Undang Nomor 25 Tahun 2004* concerning the National Development Planning System; 4. the *Peraturan Pemerintah Nomor 18 Tahun*

2016 concerning the Regional Apparatus; 5. the *Peraturan Pemerintah Nomor 23 Tahun 2005* concerning Financial Management of Public Service Agencies (the *Lembaga Negara Tahun 2005 Nomor 48*, additional *Lembaga Negara Nomor 4502*); 6. the *Peraturan Menteri Dalam Negeri Nomor 5 Tahun 2017* concerning the Nomenclature Guidelines of Provincial and Regency/City Regional Apparatus; 7. the *Peraturan Menteri Dalam Negeri Republik Indonesia Nomor 11 Tahun 2018* concerning the Competency-Based Human Resource Development System within the Ministry of Home Affairs and Local Governments; 8. the *Peraturan Menteri Dalam Negeri Nomor 79 Tahun 2018* concerning the Regional Public Service Agency; 9. the *Keputusan Kepala Lembaga Administrasi Negara Nomor 38/K.1/PDP.09/2016* concerning the Establishment of the East Java Province Education and Training Agency as an Accredited Government Education and Training Institute; 10. the *Peraturan Daerah Provinsi Jawa Timur Nomor 3 Tahun 2018* about Changes above the *Peraturan Daerah Provinsi Jawa Timur Nomor 11 Tahun 2016* concerning the Formation and Arrangement of Regional Apparatuses; 11. the *Peraturan Kepala Lembaga Administrasi Negara No. 18, 19, 20 Tahun 2015* (Implementation Guidelines of Pim II, III and IV); 12. the *Peraturan Gubernur Jawa Timur Nomor 95 Tahun 2018* concerning Position, Organizational Structure, Job Description and Function and Work Procedure of the Human Resources Development Agency of East Java Province.

In the *Perda Nomor 3 Tahun 2014* policy, concerning the *RPJMD 2014-2019* East Java Province, concerning the *RPJMD 2014-2019* of East Java Province, it is stated that the *RPJMD 2014-2019* has a Vision: "East Java is More Prosperous, Fair, Independent, Competitive, and Moral" while the Vision: Enhancing Bureaucratic Reform and Public Services, and Objectives: Improving good governance and clean government and upholding professionalism in the implementation of public services.

East Java Province Education and Training Agency Strategic Plan 2014-2019, established the first goal, which was to develop an effective and efficient system of planning, organizing, and evaluating apparatus education and training. The second objective is to develop educational institutions as a center of excellence. The target was also set, namely increasing the competence of the apparatus through education and training in accordance with the needs and resources of professional education. Program Decisions include 1. Human Resources Managerial Competency Development Program, 2. Human Resources Technical Competency Development Program, 3. Human Resources Apparatus Functional Competency Development Program, 4. Human Resources Apparatus Competency Assessment Program, 5. Quality Training Program for Apparatus Training Implementation and Competency Certification.

The *RKPD* Priorities in East Java Province 2019, namely: 1. Improving the quality of human resources through improving the quality of education, health, employment, and poverty alleviation; 2. Equitable Development among Regions Through Development of Economic Infrastructure and Information Technology to Grow Growth Centres; 3. Increasing Agro and Maritime Value Added through Industry and Utilization of Tourism Acceleration; 4. Increasing Food and Energy Security and Water Resources Management, Conservation of Natural Resources

and the Sustainable Environment; and 5. Increasing Peace and Order and Successful Election Implementation.

The 2019 Education and Training Program priorities include the following:

1. Supporting the *RPJMN*, 2014-2019 *RPJMD*, and East Java Economic Development and Public Services through enhancing the competency of the apparatus;
2. Completion of target groups for Leadership Training and Pre-service Training to meet the competency requirements of positions and prospective civil servants;
3. Improving the quality of the implementation of Technical Education and Training based on technical competence;
4. Improving the quality of the implementation of Functional Training as the development of functional positions;
5. Focus on improving the quality of the education and training agency infrastructure;
6. Education Reform specifically in the context of developing *BLUD*: Development of work culture, work systems, and mechanisms based on good corporate governance;
7. Improving the quality of planning and developing training programs as needed;
8. Increasing the competence and professionalism of the Training and Education HR, both the organizing and the Widyaaiswara's staff;
9. Developing IT-based training;
10. Improving the quality of training management through the implementation of ISO 9001: 2015 Quality Management System (QMS);
11. Improve communication and consultation with the Centre (*LAN RI*, *BPSDM* Ministry of Home Affairs, *BKN*) related to training management; and
12. Improve work networks.

b. The BPSDM's Priority Program 2019

The priorities of the *BPSDM*'s Program 2019 are as follows:

1. Supporting *RPJMN*, *RPJMD* 2014-2019, and East Java Economic Development and Public Services through enhancing the competence of the apparatus;
2. Developing IT-based training;
3. Completion of target groups for Leadership Training and Pre-service Training to meet the competency requirements for positions and prospective civil servants;
4. Improving the quality of the implementation of the Technical Competency Education and Training based on technical competence;
5. Improving the quality of the implementation of Functional Training as the development of functional positions;
6. Focus on improving the quality of the Education and Training Agency infrastructure;
7. Improving the quality of planning and developing training programs as needed;
8. Increasing the competence and professionalism of *BPSDM* Human Resources, both managers and lecturers;
9. Improving the quality of training management through the implementation of ISO 9001: 2015 Quality Management System (SMM);
10. Improve communication and consultation with the Centre (*LAN RI*, *BPSDM* Ministry of Home Affairs, *BKN*) related to the development of *ASN* competencies;
11. Improve work networks.

c. Organization

The East Java Province Human Resources Development Agency is a factor that can improve public services for its apparatus. Regarding the organization can be seen below.

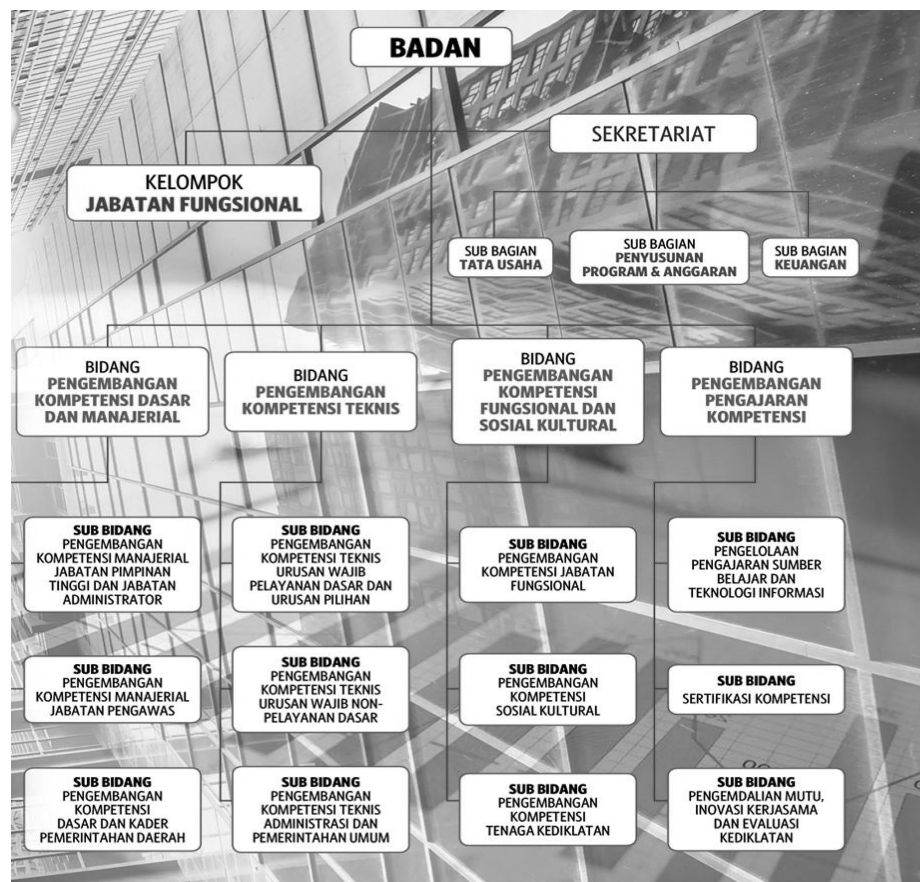


Figure: the Organizational structure of the BPSDM East Java

d. Target Competency Development Participants

Target Participants in Competency Development (Training) Th. 2019 as follows: 1) 1590 participants participated in the *DPRD* Members' Orientation; 2) 38 people participating in *Bintek KDH*; 3) 80 participants of the Vocational *Bintek*; 4) 240 participants of *Tk. II* Leadership Training; 5) 240 participants of *Tk. III* Leadership Training; 6) 320 participants in *Tk. IV* Leadership Training; 7) 330 participants of the Technical Competency Training; 8) 40 participants of the *Satpol PP* Training and Education; 9) 360 participants in the Functional and Social Cultural Competency Training. Thus the total number of Latsar Training participants was 5509 and the 2019 Training Participants were 10,337 people.

e. Human Resources

In seeing the awareness of *BPSDM* employees, this is reflected in the condition of existing human resources owned by *BPSDM*. Existing Human Resources Conditions in the *BPSDM* East Java Provincial Government currently include all East Java *BPSDM* employees total 191 (One Hundred Ninety-One) consisting of 16 people with *S3* education, 66 with *S2* education, 66 with *S1* education people, with 9 people holding a law degree, 20 people with a degree in social science, 24 people with a degree in economics, 6 people with a

degree in psychology. As for the *Widyaiswara* as many as 40 people consisting of *Widyaiswara* Expert as many as 3 people, *Widyaiswara* Expert Associate as many as 12 people, and *Widyaiswara* Expert as many as 25 people.

One indicator of the ability and skills of the apparatus in public service can be seen from the number of alumni of Education and Training produced. The number of *Diklat alumni* from 2014 to 2017 financed by the East Java Provincial Revenue and Expenditure Budget and contributions from sending agencies is as follows. For education and training types of *Pimp* Training in 2014 Fiscal Year, there were 1,133 alumni, in the 2015 Fiscal Year there were 1,014 alumni, in Fiscal Year 2016 there were 865 alumni, and in the Fiscal Year 2017, there were 933 alumni or 18%. For the education and training types of Technical Training in the 2014 Fiscal Year 8,521 alumni, in the 2015 Fiscal Year 7,583 alumni, in the 2016 Fiscal Year 7,266 alumni, and in the 2017 Fiscal Year a total of 891 alumni or 18%. For the education and training types of Functional Training in the 2014 Fiscal Year as many as 408 alumni, in the 2015 Fiscal Year as many as 297 alumni, in the 2016 Fiscal Year as many as 337 alumni, and in the 2017 Fiscal Year as many as 1,085 alumni or 22%. For pre-service training types in the 2014 Fiscal Year as many as 2,744 alumni, in the 2015 Fiscal Year as many as 12,475 alumni, in the 2016 Fiscal Year as many as 2,805 alumni, and in the 2017 Fiscal Year as many as 2,106 alumni or 42%. What if the total of the above types of training was totaled according to the fiscal year, in the 2014 Fiscal Year a total of 12,807 alumni, in the 2015 Fiscal Year a total of 21,369 alumni, in the 2016 Fiscal Year a total of 11,273 alumni, and in the 2017 Fiscal Year a total of 5,015 alumni, the number of Proper starting from the 2016 fiscal year until 2018, there are 578 *PIM* 2, 655 *PIM* 3, and 679 *PIM* 2. However, the resulting Proper has not been able to encourage originality, because the ideal Proper should be able to print a change project that refers to the Governor's Technocratic *RPJMD* and the Regional Head's Strategic Program. The ideal Proper should refer to the Strategic Leader (*PIM*2), Performance Management Leader (*PIM* 3), and Serving Leadership (*PIM* 4).

f. Service Facilities

Factors of service facilities owned by *BPSDM* in providing public services meet standards that can be seen in the ease of access in *BPSDM* organizations can be seen in *BPSDM* East Java Service Link innovation as follows: 1. *E-Dikjartih*, Assessment of functional position credit numbers; 2. *E-Registrasi*, Training Participant Registration System; 3. *E-Evaluasi*, *BPSDM* Training Evaluation System; 4. *Pawon*, *Widyaiswara* Online Administration Service; 5. *Pusat Data*, *BPSDM* Data Centre; 6. *Kalender Kediklatan*, *BPSDM* Training East Java Calendar; 7. E-Learning, *BPSDM* Online Learning Center; 8. E-Journal, *BPSDM* Online Journal; 9. Web Portal, Training Management Administration System; and 10. Participant Data Entry, Training Participant Data Entry.

The completeness of facilities and infrastructure owned by *BPSDM* has fulfilled the conditions of the existing provisions that can be seen from the condition of the existing infrastructure. Existing Facilities owned by *BPSDM* are as follows: Building Capacity which is located in Surabaya has a capacity of 350

people. The hostel consists of 169 rooms with a capacity of 371 people, and classrooms consisting of 16 pieces. Building capacity based in Malang has a capacity of 300 people. It has a Dormitory consisting of 44 rooms with a capacity of 300 people, and 6 classrooms. *BPSDM* also has Computer Laboratory, Language Laboratory, Library, Sports Facilities such as Fitness, Bicycles, Volleyball Court, Tennis, and Health Clinic, Karaoke, Mosque, Canteen, Ambulance units, 1 Bus unit, and 2 Mini *Hi-ace* Bus units, and 10 operational vehicles, and fishing ponds. Infrastructure facilities owned are not only the ones above because at *BPSDM* there are also efforts to improve infrastructure. Multi-story Buildings for Classrooms budget IDR. 8,140,000,000 (eight billion one hundred forty million rupiah). Purchase 600 k.VA Diesel-electric generator for IDR 1,110,000,000; (One Billion One Hundred Ten Million Rupiah).

Innovations carried out by *BPSDM* in improving public services include 1. Types of innovations in the form of innovations in changes in the quality of public services, number of 451 change projects, for example providing clean water synergy with the master management master plan policy; 2. Types of innovations in the form of innovation projects, changes in supervision, and 395 changes in projects, for example, projects for changing regional financial management systems that are integrated through data communication networks; 3. Types of innovations in the form of innovation projects for change management, 161 number of change projects, for example, the strategy of building a ring drain as a City / Regency flood control; 4. Types of innovations in the form of innovative governance arrangements, the number of change project 454 pieces, for example, improving the performance of the administration of services in the field of general administration through strengthening coordination based on the service system; 5. Types of innovations in the form of innovations in strengthening the organization and human resources of the apparatus, the number of change projects 451 pieces, for example, Strategy and Policy of Civil Servant Career Development in the Local Government Environment.

g. Supporting and inhibiting factors

1. Employee awareness

Discipline is the awareness and willingness of someone to obey all the rules in the company and the applicable norms. When viewed in terms of education, employee awareness can be concluded that it already exists and is owned by employees because based on existing employee conditions in *BPSDM*, the Government of East Java Province currently has 191 (One Hundred Ninety-One) 16 people with *S3* education, *S2* with education as many as 66 people, 63 people with *S1* education, 9 people with a law degree, 20 people with a social science degree, 24 people with an economics degree, 6 people with a psychology degree. As for the *Widyaiswara* as many as 40 people consisting of *Widyaiswara* Expert as many as 3 people, *Widyaiswara* Expert Associate as many as 12 people, and *Widyaiswara* Expert as many as 25 people. Not to mention the awareness gained from the results of the training of 30 structural official participants from a number of regional apparatus organizations (OPD), all participants passed. Five participants graduated with honors. While 25 other participants graduated with honors. The leadership education output does not stop at graduation formalities.

However, the most important thing from the results of this training is the progress going forward. What has been obtained during the training must be able to bring a positive impact on improving performance in each *OPD*.

2. There are rules

Organizational employees will be able to perform performance if there are formal rules, regulations, and standards governing work procedures of the organization and the behavior of its members. In terms of personnel management of personnel in the Province of East Java has experienced a significant change in rules, namely the issuance of the Undang-Undang Nomor 5 Tahun 2014 concerning State Civil Apparatus (ASN) and the Peraturan Pemerintah Republik Indonesia Nomor 11 Tahun 2017 concerning Management of Civil Servants. Based on the enforcement of regulations in the form of laws and government regulations, the development of the competence of the State civil apparatus can run according to existing regulations and require them. This is because the performance of the State Civil Apparatus is related to institutional aspects, systems, and work mechanisms in accordance with policies or regulations.

3. Organizational Factors

The organization referred to here is not solely in the realization of the organizational structure, but rather in its work arrangements and mechanisms which must be able to produce adequate services. This is where all Regional Apparatus Organizations (*OPD*) within the Government of East Java Province have built synergies to realize East Java fast, effective, responsive, transparent, and responsive (*Cetar*).

In realizing East Java that is fast, effective, responsive, transparent, and responsive, it does not only rely on the main tasks and functions of each Regional Apparatus Organization. There is a synergy between organizations in improving the welfare of the whole community, especially those in rural East Java. All work together to maximize the ability and potential of staff or teams in their respective institutional environments. Identify the ability and maximum potential of staff to work in the Organization. Organizational Leaders provide space for students in their respective Organizations. Organizational Leaders must identify and detect staff who are brilliant and do not know their abilities so they are not misplaced or dislocated.

4. The ability and skill factor

With adequate capabilities and skills, the implementation of tasks/work can be done well, quickly, and full fill the wishes of all parties, both management itself and the community. Public services have actually been achieved because the capabilities and skills of the apparatus are obtained through education and training, as evidenced by the number of *Diklat* alumni produced by East Java Province as follows. The number of education and training types of *Pimp* Education and Training in 2014 Fiscal Year was 1,133 alumni, in the 2015 Fiscal Year were 1,014 alumni, in the 2016 Fiscal Year were 865 alumni, and in the 2017 Fiscal Year were 933 alumni or 18%. For the type of Technical Education and Training in the 2014 Fiscal Year of 8,521 alumni, in the 2015 Fiscal Year of 7,583 alumni, in the 2016 Budget Year of 7,266 alumni, and in the 2017 Budget Year of 891 alumni or 18%. For the type of Functional Training in

the 2014 Fiscal Year as many as 408 alumni, in the 2015 Fiscal Year as many as 297 alumni, in the 2016 Fiscal Year as many as 337 alumni, and in the 2017 Fiscal Year as many as 1,085 alumni or 22%. For pre-service types in the 2014 Fiscal Year as many as 2,744 alumni, in the 2015 Fiscal Year as many as 12,475 alumni, in the 2016 Fiscal Year as many as 2,805 alumni, and in the 2017 Fiscal Year as many as 2,106 alumni or 42%.

What if the total of the above types of training was total according to the fiscal year, in the 2014 Fiscal Year a total of 12,807 alumni, in the 2015 Fiscal Year a total of 21,369 alumni, in the 2016 Fiscal Year a total of 11,273 alumni, and in the 2017 Fiscal Year a total of 5,015 alumni, the number of Proper starting from the 2016 fiscal year until 2018, there are 578 *PIM 2*, 655 *PIM 3*, and 679 *PIM 2*. However, the resulting Proper has not been able to encourage originality, because the ideal Proper should be able to print a change project that refers to the Governor's Technocratic *RPJMD* and the Regional Head's Strategic Program. The ideal Proper should refer to the Strategic Leader (*PIM2*), Performance Management Leader (*PIM 3*), and Serving Leadership (*PIM 4*).

5. Simplicity

Simplicity is a public service procedure that is not straightforward, easy to understand and implement. If the simplicity factor is based on understanding according to the Keputusan Menpan Nomor 63 Tahun 2003, the existing public services in the East Java Provincial Government can be seen as follows, that the administration of East Java Province has been simplified. Among these are regulatory constraints which have been simplified so far. Simplification of this bureaucracy is massive and economic transformation. Competition for public service innovation is recommended so that the Provinces of East Java, Cities, and Regencies in East Java continue to improve. Services that are still not entirely in accordance with minimum service standards are made minimum service standards so that they are integrated with others.

6. Clarity

This clarity covers in terms of 1) technical and administrative requirements of public services, 2) work units/officials who are authorized and responsible for providing services and resolution/issues/disputes in the implementation of public services, 3) details of the cost of public services and payment procedures. In terms of technical and administrative requirements for public services which are in accordance with the position, composition, job description, functions, and work procedures of the organization. These matters have been regulated in the Peraturan Gubernur Nomor 113 Tahun 2018 regarding Position, Organizational Structure, Job Description and Function and Work Procedures of the Human Resources Development Agency of East Java Province, the *BPSDM* Position is as an element of supporting government affairs in the field of education and training and / or ASN competency development.

As for the work units/officials who are authorized and responsible for providing services and resolution/issues/disputes in the implementation of public services can be seen in the task of *BPSDM* namely helping the governor carry out supporting functions of government affairs which are the authority of the provincial government in the field of competency development. *BPSDM* with the

following functions: a. Formulating technical policies in the field of apparatus competency development for ASN; b. Implementation of technical support tasks in the field of apparatus competency development for ASN; c. Monitoring, evaluating, and reporting the implementation of technical support tasks in developing the competency of the apparatus for ASN; d. Technical guidance on the implementation of supporting functions of regional government affairs in developing apparatus competencies for ASN; e. Implementation of administrative bodies in the field of apparatus competency development for ASN; f. Performing other tasks assigned by the Governor.

Regarding the details of the cost of public services and payment procedures can be seen with evidence that in terms of organizational structure, *BPSDM* consists of Sub-Division of Administration, Sub-Division of Programming, and Budgeting, Sub-Division of Finance.

7. Certainty of time

Certainty Time is interpreted as the implementation of public services that can be completed within a specified period of time. The Certainty of time with the understanding as to the decision then it turns out there are several problems. This is related to the quality of services that have not been good, such as lack of certainty of costs, lack of certainty of time, and lack of certainty how to service. Not to mention if it is associated with service procedures that still do not regulate provider obligations (service providers) and do not regulate citizens' rights as users. Problems also arise due to the continued discrimination in services by bureaucratic officials and coupled with the low role of the community and stakeholders.

8. Accuracy

This accuracy implies that public service products are received correctly, correctly, and lawfully. Where in reality can be proven by one example in the accuracy of the state civil service in East Java Province which can be seen in the data service? Each State Civil Apparatus within the Government of the Province of East Java better understands and carries out accurately the data provisions, both in updating data, verifying data, and managing information. This is done so that there are no delays in data filling, which will have an impact on the postponement of the staffing service process, for example, promotions, retirement, transfers and promotions, and other staffing services.

Other evidence is compliance with policies in the form of the Undang-Undang Republik Indonesia Nomor 5 Tahun 2014 concerning State Civil Apparatus specifically in Articles 127 and 128, which guarantee the efficiency, effectiveness, and accuracy of decision making in ASN management so that the ASN information system is implemented nationally and integrated between Government Agencies. This matter by the Government of the Province of East Java was followed up with the issuance of regional policy in the form of Peraturan Gubernur Jawa Timur Nomor 29 Tahun 2017 concerning the ASN Information System in the Government of East Java Province.

9. Security

Service security is the guarantee of the level of environmental security of the service provider unit or the means used so that people feel calm to get services

against the risks resulting from the implementation of the service. Public service standards in East Java Province in the quality of agency performance which in seven working days serve the public for 24 hours are consistent both day and night. This is as it can be seen that public services carried out by the state on several matters must be available within 24 hours for seven days and absolutely must have good quality that is consistent both day and night. Public services are encouraged to improve their quality in all fields so that people get justice, security, and better welfare. A number of agencies in Surabaya which held a 24-hour public service 24 hours earlier this morning, began at 00.15 to 03.30 WIB. Examples include Dr. Soetomo Regional General Hospital (*RSUD*), Tegalsari Sector Police Office, and Office of the Manur Fire Extinguisher Technical Implementation Unit, and Jagir Water Gate Guard. Actually, public services also occur at the 24-hour Puskesmas, only there are two puskesmas in Surabaya that provide public services for seven days 24 hours.

10. Responsible

The responsibility in relation to public services in the Government of the Province of East Java is to lead to the leadership of public service providers or officials who are referred to be responsible for service delivery and adjustments to complaints/problems in the implementation of public services that occur.

To see this responsibility in public services, it appears from the results of a compliance survey by the Ombudsman of the Republic of Indonesia (*ORI*) for the period May-July 2017 which states that the red report card still dominates the quality of public services in East Java. There are six regencies/cities that have conducted a compliance survey and from the six regencies/cities only Blitar City has received the title of high compliance / green zone with a value of 80.4. While those who received the predicate of moderate compliance / yellow zone were Malang City with a value of 60.29, Bojonegoro Regency with a value of 57.77, Kediri Regency with a value of 50.58. While the two districts that received the predicate of low compliance / red zone were Tulungagung Regency with a value of 41.92 and Lumajang Regency with a value of 22.04.

11. Completeness of Facilities and Infrastructure

In the public services provided by the Government of East Java Province, there are already existing work facilities and infrastructure such as the Building in Surabaya whose capacity is able to accommodate 350 people. The hostel consists of 169 rooms with a capacity of 371 people, and classrooms consisting of 16 pieces. Building capacity based in Malang has a capacity of 300 people. The dormitory has consisted of 44 rooms with a capacity of 300 people, and 6 classrooms.

In terms of facilities and infrastructure in the form of work equipment and other supporting *BPSDM* also have multi-story building facilities for classrooms of IDR 8,140,000,000 (eight billion one hundred forty million rupiahs). Purchase 600 kVA Diesel-electric generator for IDR 1,110,000,000; (One Billion One Hundred Ten Million Rupiah). Innovations carried out by *BPSDM* in improving public services include Types of innovations in the form of innovations in changes in the quality of public services, number of 451 change projects, for example providing clean water synergy with the master management master plan. Types of

innovations in the form of innovation projects are changes in supervision, 395 change projects, for example, projects on changes to the integrated local financial management system through data communication networks. The type of innovation in the form of innovation change management is change management, the number of change projects is 161 pieces, for example, the strategy of building a ring drain as a City / Regency flood controller, types of innovations in the form of innovative governance is arrangements, the number of change projects 454 pieces, for example improving the performance of the administration of services in the field of general administration through strengthening the coordination of service-based systems. The type of innovation in the form of innovation strengthening the organization and human resources of the apparatus, the number of change projects 451 pieces, for example, Civil Servant Career Development Strategies and Policies in the Local Government Environment.

This public service is also supported by the availability of telecommunications and information technology facilities (telematics) in the form of computer laboratories, language laboratories, libraries, fitness facilities, bicycles, volleyball courts, tennis, and health clinics, karaoke, mosques, canteens, ambulance units, 1 unit of the bus, and 2 units of Hi-ace minibus, and 10 operational vehicles, and Fishing Pond.

12. Ease of Access

Ease of access, which is a place and location as well as adequate facilities and services, easily accessible by the community and can utilize telematics technology. Where the ease of access in the *BPSDM* organization can be seen in the existing *BPSDM* East Java Service Link innovation includes *E-Dikjartih* services for the assessment of functional position credit numbers, *E-Registrasi* for Training Participant Registration System services, *E-Evaluasi* for *BPSDM* Training Evaluation System services, *Pawon* for *Widyaiswara* Online Administration Services, *Pusat Data* for *BPSDM* Data Center services, *Kalender Diklatatan* for *BPSDM* East Java Diklatatan Calendar services, *E-Learning* for *BPSDM* Online Learning Center services, *E-Journals* for *BPSDM* Online Journal services, Web Portal for System services Training Management Administration, Participant Data Entry for Training Participant Data Entry services.

13. Convenience

In public services organized by the Government of the Province of East Java when seen from the *Keputusan Menpan Nomor 25 Tahun 2004* in which there are fourteen elements that are relevant, valid and reliable, as a minimum element that must be available for the basis of measuring the community satisfaction index, then of the fourteen one of these elements is comfort, namely the condition of facilities and infrastructure of services that are clean, neat, and orderly so as to provide comfort to the recipient of the service. The Provincial Government of East Java has prepared all relevant information that has become its duty and function, both related to correctional, immigration, legal, and administrative services. There are also rooms that are used to provide legal consulting services and report human rights violations, all for free the room is equipped with co-working space so that

service users can use it to work. This guarantee is given because the applicants for public services are the majority of who are professionals and business people.

14. Transparency

Transparency is a service that is open, easy, and can be accessed by all those who need it and is provided adequately and easily understood. This is done in order to realize fast, effective/efficient, transparent, responsive, and responsive East Java services. Regarding this transparency, the East Java Provincial Government even has a *CETAR* program that is fast, effective/efficient, transparent, responsive and responsive, so that services to the community can be fast, effective, efficient, transparent, responsive, and responsive. Good innovations for the community can be directly confirmed to all *OPDs* that have transparent public service innovations. Each region and institution can see each other. The Provincial Government of East Java has been able to create a variety of innovative public services where each can know each other and can also update innovations.

15. Accountability

Accountability for these services has also been accounted for in accordance with statutory provisions. This can be seen in the absorption of the budget since 2018 wherein 2018 *APBD PAGU* of IDR 166,565,848,000 (One Hundred Sixty Six Billion Five Hundred Sixty-Five Million Eight Hundred Forty-Eight Thousand Rupiah). With the realization in 2018 until December 2018 amounting to IDR 122,721,816,799 (One Hundred Twenty-Two Billion Seven Hundred Twenty-One Million Eight Hundred Sixteen Thousand Seven Hundred Ninety-Nine Rupiah) or in the percentage of 73%. Regional Budget Revenue for *BPSDM* East Java Province Budget Year 2019, with details for Regional Revenue of IDR 53,500,000,000, - (Fifty Three Billion Five Hundred Million Rupiah) and for Regional Expenditures of IDR 150,969,546,091, - (One Hundred and Fifty Billion Nine-Nine Hundred Sixty Nine Million Five Hundred Forty-Six Thousand Ninety-One Rupiah) whereas for Indirect Shopping IDR 53,903,841,091 (Fifty-Three Billion Nine Hundred Three Million Eight Hundred Forty-One Thousand Nine Thirty-One Rupiah) and for Direct Shopping of IDR 97,065,705,000 (Ninety-Seven Billion Sixty Five Million Seven Hundred Five Thousand Rupiah). The Regional Expenditure Budget when it was still called the 2018 *Badiklat* as stated in the allocation from the East Java Provincial Government Budget for 2018 Budget Year was IDR 30,762,055,983,826, - (Thirty Trillion Seven Hundred Sixty Two Billion Fifty Fifty Five Million Nine Hundred Eighty-Three Thousand Eight Hundred Twenty-Six Rupiah) and the allocation of the Regional Revenue Expenditures for East Java Education and Training Agency for the 2018 Fiscal Year of IDR. 166,565,848,000, - (One Hundred Sixty Six Billion Five Hundred Sixty Five Million Eight Hundred Forty-Eight Thousand Rupiah), Indirect Expenditures of IDR 27,280,175,000, - (Twenty Seven Billion Two Hundred Eighty Million One Hundred Seventy-Five Thousand Rupiah) and Direct Expenditures of IDR 139.285.673.000, - (One Hundred Thirty-Nine Billion Two Hundred Eighty-Five Million Six Hundred Seventy-Three Thousand Rupiah) and Ex Routine Expenditures of IDR 40,745,871,000., - (Forty Billion Seven Hundred Forty-Five Million Eight Hundred Seventy One

Thousand Rupiah) and Revenue / PAD Expenditures of IDR 50,508,000,000 (Fifty Billion Five Hundred Eight Million Rupiah) and Development Expenditures of IDR 48,031,802,000, - (Forty-Eight Billion Thirty-One Million Eight Hundred Two Thousand Rupiah) so as to add up to IDR 98,539,802,000 (Ninety-eight billion five hundred and thirty-nine million eighty-eight-hundred thousand). The remainder for Ex Routine and Indirect Shopping of IDR 68,026,046,000, - (Sixty Eight Billion Twenty Six Million Forty-Six Thousand Rupiah) for Competency Development / Training or 0.274% of the East Java Provincial Government's Regional Revenue and Expenditure Budget for 2018, in accordance with the Letter of the Minister of Home Affairs of the Republic of Indonesia Number 893.5 / 9038 / SJ dated October 25, 2018, concerning the ASN Regional Government HR Competency Development Program TA. 2019 which states that "Local Governments must allocate a budget for education and training (competency development) for the state civil apparatus in the TA budget. 2019 at least 0.34% of total regional expenditure for the Provincial Government."

The 2019 *BPSDM* East Java Province Budget consists of the 2018 East Java Provincial Government Revenue and Expenditure Budget of IDR 32,000,000,000,000 (Thirty-Two Trillion Rupiah) with the allocation of the Regional Revenue and Expenditure Budget for the East Java Training Agency in 2018 of IDR 150,969,546,091, - (One hundred and Fifty Billion Nine Hundred Sixty Nine Million Five Hundred Forty-Six Thousand Sixty Nine Rupiah). For Indirect Shopping of IDR 53,903,841,091, - (Fifty-Three Billion Nine Hundred Three Million Eight Hundred Forty-One Thousand Nine Thirty-One Rupiah). For Direct Shopping IDR 97,065,705,000, - (Ninety Seven Billion Sixty Five Million Seven Hundred Five Thousand Rupiah). For Ex Routine Shopping IDR 22,725,423,000, - (Twenty-Two Billion Seven Hundred Twenty-Five Million Four Hundred Twenty-Three Thousand Rupiah). For income / PAD expenditure of IDR 53,500,000,000, - (Fifty Three Billion Five Hundred Million Rupiah), and for Development Expenditures of IDR 20,840,282,000, - (Twenty Billion Eight Hundred Forty Million Two Hundred Eighty Twenty-Two Thousand Rupiah), which if added up to IDR 74.340.282.000, - (Seventy Four Billion Three Hundred Forty Million Two Hundred Eighty-Two Thousand Rupiah). The remainder for Ex Routine plus Indirect Shopping of IDR 76,629,264,091, - (Seventy-Six Billion Six Hundred Twenty Nine Million Two Hundred Sixty Four Thousand Ninety One Rupiah). For Competency Development / Training or 0.23% of the Regional Revenue and Expenditure Budget of the Government of East Java Province 2019 Fiscal Year in accordance with the Minister of Home Affairs of the Republic of Indonesia Number 893.5 / 9038 / SJ dated October 25, 2018, concerning the Competency Development Program for the ASN HR of the Regional Government of TA. 2019 reads "The Regional Government must allocate a budget for education and training (competency development) for the state civil apparatus in the 2019 Budget Year Regional Budget at least 0.34% of the total regional expenditure for the Provincial Government."

East Java Provincial Government's Regional Budget and Revenue in 2018 amounting to IDR 30,762,055,983,826, - (Thirty Trillion Seven Hundred Sixty Two Billion Fifty Five Million Nine Hundred Eighty-Three Thousand Eight

Hundred Twenty Six Rupiah). The East Java Regional Education and Training Regional Budget of 2018 is IDR 166,565,848,000, - (One Hundred Sixty Six Billion Five Hundred Sixty Five Million Eight Hundred Forty-Eight Thousand Rupiah). Therefore, the Regional Revenue and Expenditure Budget of the East Java Training and Education Agency if the percentage is equal to 0.54% of the East Java Regional Revenue and Expenditure Budget. The budget of Regional Revenue and Expenditure of East Java Provincial Government Budget Year 2019 of IDR 32,000,000,000,000 (Thirty-Two Trillion Rupiah) assuming that the East Java Regional Education and Training Board's Regional Budget for the 2019 Budget Year is IDR 150,969,546,091, - (One Hundred Fifty Billion Nine Hundred Sixty Nine Million Five Hundred Forty-Six Thousand Sixty Nine Rupiah), the Regional Revenue and Expenditure Budget of the East Java Training and Education Agency in the percentage is 0.47% of the Revenue Budget and Regional Shopping of East Java Province.

16. Coordination

The Provincial Government of East Java in providing public services also makes coordination as one of the factors. This coordination requires the connection between services that are in accordance with the conditions and capabilities of service providers and recipients while adhering to the principles of efficiency and effectiveness. For this reason, the Provincial Government of East Java in the Public Service Innovation Network (*JIPP*), which has operated in four provinces, namely East Java, South Sumatra, South Sulawesi, and Central Java, has sought to accelerate improvements in the quality of public service innovation, the Ministry of Administrative Reform and Reform. Bureaucracy (*PANRB*) initiated the National *JIPP*. The National *JIPP* contains innovations in public services throughout Indonesia and can be accessed by anyone, anytime, anywhere. By the end of 2023, it was targeted that all provinces would have joined the national *JIPP*. Through the expansion of the *JIPP* coverage area, all of Indonesia has benefited or learned lessons from four existing *JIPPs*. *JIPP* was formed as a means of disseminating and learning innovation in public services, developed by the provincial, district, and city governments in the relevant regions. Through this *JIPP*, public service providers can learn from each other and exchange information about innovative practices and programs in public service units that have benefited the community. The One Agency One Innovation Movement requires all public service providers from ministries, institutions and local governments to accelerate public service acceleration, one of which is by creating innovation. Thus, the coordination between the Provincial Governments became a place for the four *JIPP* pioneers to share the benefits and challenges faced by relevant stakeholders in order to provide feedback on *JIPP* development. *JIPP* development is able to grow and develop many innovations that have emerged in various regions.

17. Participation

Participation in public services can be successful when public services provided can encourage community participation in the delivery of public services by taking into account the aspirations, needs, and expectations of the community. In terms of this participation, the community participates in contributing, either in

the form of suggestions or criticism to ASN as the organizer of public services. In the environment of the Provincial Government of East Java, both the Regency and City Governments are suspected to have no anti-criticism if there are complaints from the public. There is a change in mindset and culture that was once served to serve the community. Increasing the understanding of community elements about the importance of community involvement in various participatory public services is essential in the implementation of public participation. Communities are involved in development planning mechanisms starting from *Musrenbang* at the *Kelurahan* level, *Musrenbang* at the District level to *Musrenbang* at the Regency or City level. The Regency or City Government in an effort to increase public participation is given a grant to each *Kelurahan* or *Desa*. The Peraturan Daerah Provinsi Jawa Timur Nomor 11 Tahun 2005 concerning Public Services in the Province of East Java is the first Innovative Regional Regulation in Indonesia. Joint commitment to building excellent public services based on citizen charters that use 3, E principles such as effectivity, efficiency, and economics. Public complaints can be resolved authentically between the reporting party and the reported party. East Java *KPP* as a mediation party outside the court. If there are tough regional government organizers, we will hold mass media to conduct a moral force movement”.

18. Equal Rights and Obligations

Equal rights, namely services that do not discriminate, are seen from any aspect, especially ethnicity, race, religion, class, social status, and so on. The same treatment in the rights and obligations in front of public services by the State should be enjoyed by anyone, including public services provided by the Government of the Province of East Java. As it happened, in order to provide excellent service to the community, human rights-based public services were opened. This human rights-based service is an effort on our part to create equitable public services. Especially for service users who are included in vulnerable groups. Such as the disabled, pregnant or breastfeeding women and children. Fulfillment was carried out in various aspects. We have sufficient facilities and infrastructure. Our party has built special facilities for users of services that fall into a special category. Starting from parking, toilets, seats to special lanes, and priority services. So, people will get the same treatment as other service users. There is no such thing as discrimination or deviation in service.

19. Tangibles

Tangibles, physical appearance, equipment, employees, and communication materials. This can be seen that the applicants for public services in the East Java Provincial Government environment in reality really witnessed and experienced physical evidence, in the form of physical objects such as buildings, office yards, car facilities, and so on. When viewed in terms of this tangible, all physical evidence in the form of infrastructure, infrastructure, and all equipment that is owned and owned by the Government of East Java Province has met the standards to support optimal service. This is as desired by the public service applicants. To show evidence of all that, for example, is the availability of service counters, the availability of application forms, the availability of an online system for checking files, the availability of a service organization website. All of these can be seen

and even experienced and experienced by the applicant that tangibly the service provider has met the standard.

20. Reliability

Reliability is the ability to carry out the promised service in a convincing and accurate manner. In terms of reliability in service, this is proven by competitiveness which is an important measure. The higher the competitiveness of an area, the higher the level of welfare. Another measure of reliability is the State Civil Apparatus (*ASN*) in responding to requests for the community needs to continuously innovate to maintain the competitiveness and quality of service of the apparatus with global insight, integrity, public-oriented, professional, and have a soul to serve the community. Everything is done to realize high-performance, effective, innovative, accountable, and world-class governance. This reliability also applies to Pratama officials and leaders who can carry out the vision and mission, serve the community well, increase loyalty, especially love for the motherland. Another reliability is the ethics shared by the *ASNs*, as part of efforts to increase capacity and quality. The same thing in terms of the reliability of the service of the apparatus when faced with increasingly complex challenges. East Java is in the process of building a world-class bureaucracy. The quality of this bureaucracy is very much determined by the quality of its *ASN*. *ASN* is demanded to continue to improve its quality of integrity, professionalism, and innovation. One of the improvements in quality is done by attending education and training (training).

21. Responsiveness

This responsiveness is considered good if there is a willingness from the State Civil Apparatus to assist the applicant for public services and the readiness of the State Civil Apparatus to provide services quickly. Regarding the responsiveness of the Government of East Java Province can be seen from the responsiveness of public services innovation, to provide tangible evidence of services provided by the government to the community. The government made various breakthroughs and innovations as a solution to providing responsiveness to better public services. As was done through the application of *SP4N LAPOR* version 3.0, so that the speed of response to complaints is faster. Technically the system speed is better than the previous version or version 2.0. In addition, version 3.0 is more interactive with complainants. The administrators continue to facilitate the submission of complaints to relevant *OPD* officials so that public complaints immediately get a response from the relevant *OPD*. Thus, the community is always satisfied with the public services provided. This is also in accordance with the spirit of the East Java Provincial Government, which always places the provision of public services as a top priority.

22. Assurance

This assurance is the knowledge and courtesy of employees and their ability to convey trust and confidence in public service applicants. Where in the Assurance or guarantees of public services provided by the Government of the Province of East Java is in terms of guarantees of hospitality services and services that can be assured to users or citizens of the people of East Java. In terms of hospitality to public services, East Java Province already has the *Peraturan*

Daerah (Perda) Nomor 3 Tahun 2013 concerning protection and services for people with disabilities. With this regulation, public services within the Government of the Province of East Java are friendly to persons with disabilities. As stipulated in 19 articles where this regulation not only regulates services but also regulates the equality of Diffable Rights in the field of work and so on. Starting from Article 15 to Article 34 which regulates labor and business provisions for persons with disabilities. The diffable also received special protection and services. Article 16 for example, paragraphs 1 to 3, which obliges the government of business people and the community to provide equal opportunities for people with disabilities to get employment opportunities. The Regional Regulation also regulates the industrial provisions that are required to have special services. The service in question is in the form of an obligation to provide 1 job opportunity for persons with disabilities out of 100 workers with the required qualifications and competencies. Although this regulation has been around for a long time, implementation takes time. Including, for example, the government, business actors, and the community, must prepare special facilities for people with disabilities in offices, public facilities, and others.

The East Java Provincial Government (*Pemprov*) also responded positively to the structured group of the elderly by providing a guarantee of ease of service for the elderly. This can be seen in the Regional Apparatus Organization (*OPD*) paying special attention when the elderly need services, such as health, taxes, and SIM. The various conveniences are expected to increasingly make the elderly comfortable and happy. Special counters for the elderly are available, they will get priority service first.

23. Empathy

In the matter of empathy found in the East Java apparatus, it can be seen from the intent and purpose of this training that is to increase understanding of the importance of changing the attitude and behavior of ASN as a public servant in accordance with the principles of excellent service and good service practices for the community. And also to instill the mindset for service officers to provide the best and quality health services for the community so as to foster a sense of comfort and trust.

E. CONCLUSION

The results of this study carry theoretical implications, on 4 (four) theories and previous concepts. The first implication, Moenir (2002: 88), that in implementing a public service, there are several factors that support, namely: 1. Employee awareness; 2. The rules; 3. Organizational factors; 4. Ability and skill factors; and 5. Factors of service facilities. The second implication, the concept of public services based on the Keputusan MENPAN Nomor 63 Tahun 2003 concerning general guidelines for the administration of public services, in which public service providers must meet the following principles: 1. Simplicity; 2. Clarity; 3. The certainty of time; 4. Accuracy; 4. Security; 5. Responsibility; 6. Completeness of facilities and infrastructure; 7. Ease of access; 8. Discipline, courtesy and friendliness; and 9. Convenience. The third implication on the theory of public service Sinambela (2006) that to achieve satisfaction requires excellent

service quality consisting of 1. Transparency; 2. Accountability; 3. Coordination; 4. Participation; 5. Equal rights; and 6. Continuity of rights and obligations. The fourth implication, on the theory of public service Parasurachman (2005), is that to create good service quality, it modifies five main dimensions related to service quality, namely: 1. Tangible; 2. Reliability; 3. Responsiveness; 4. Guarantee; and 5. Empathy.

From the triangulation of existing theories and concepts, the implementation of public services will succeed, if supported by factor 1. employee awareness; 2. the rules; 3. organizational factors; 4. ability and skill factors; 5. simplicity; 6. clarity; 7. time certainty; 8. accuracy; 9. security; 10. responsibility; 11. completeness of facilities and infrastructure; 12. ease of access; 13. comfort; 14. transparency; 15. accountability; 16. coordination; 17. participation; 18. equality of rights and obligations; 19. tangibles; 20. reliability; 21. responsiveness; 22. guarantee; and 23. empathy.

Prepositions resulting from the findings of the theoretical implications above are that: "The implementation of public services will be successful if supported by factor 1. employee awareness; 2. the rules; 3. organizational factors; 4. ability and skill factors; 5. simplicity; 6. clarity; 7. time certainty; 8. accuracy; 9. security; 10. responsibility; 11. completeness of facilities and infrastructure; 12. ease of access; 13. comfort; 14. transparency; 15. accountability; 16. coordination; 17. participation; 18. equality of rights and obligations; 19. tangibles; 20. reliability; 21. responsiveness; 22. guarantee; and 23. empathy.

REFERENCE

- Abdul Wahab, Solichin, (1997). *Analisis Kebijakan: Dari Formulasi ke Implementasi. Kebijakan Negara*. Jakarta: Penerbit PT Bum Aksara.
- Albrow, Martin, (1989), *Birokrasi*, diterjemahkan oleh Rusli Karim. Yogyakarta: PT. Tiara Wacana.
- A Parasuraman, valarie A. Zeithmal, Leornard L. Berry, (1990), *Delivering Quality Service: Balancing Customer Perception and Expectations* (The Free Press).
- Badan Kepegawaian Negara Republik Indonesia, (2013), *Distribusi Jumlah PNS dirinci Menurut Tingkat Pendidikan & Jenis Kelamin Desember 2013*. <http://bkn.go.id/in/statistik/distribusi-jumlah-pnsdirinci-menurut-tingkat-pendidikan-danjenis-kelamin.html>. Diakses 11 April 2014, 10.00 WIB
- Budi Winarno, (2012), *Kebijakan Publik Teori, Proses, dan Studi Kasus*. Yogyakarta: CAPS
- Dwiyanto, Agus, dkk, (2002), *Reformasi Birokrasi Publik di Indonesia*. Yogyakarta: Pusat Studi Kependudukan dan Kebijakan UGM.
- Hasibuan, Malayu (2013), *Manajemen Sumber Daya Manusia*. Cetakan Ketujuh. Belas. Jakarta. Bumi Aksara.
- Keban, Yeremias T, (2008), *Enam Dimensi Strategis Administrasi Publik: Konsep, Teori, Dan. Isu*. Gava Media, Yogyakarta.
- Moenir (2008) *Manajemen Pelayanan Umum di Indonesia*. Jakarta: PT. Bumi Aksara.

- Ott, J. Steven, Albert C. Hyde and Jay M. Shafritz, (1991) *Public Management: The Essential Readings*. Chicago: Lyceum Books/ Nelson-Hall Publishers.
- Republik Indonesia, Undang-Undang Nomor 17 Tahun 2007 tentang Rencana Pembangunan Jangka Panjang Nasional.
- _____, Undang-Undang Nomor 43 Tahun 1999 tentang Perubahan Atas Undang-Undang Nomor 8 Tahun 1974 tentang pokok-pokok kepegawaian.
- _____, Undang-Undang Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara
- Sinambela, Lijan Poltak. (2006) *Reformasi Pelayanan Publik: Teori, Kebijakan, dan Implementasi*. Jakarta: PT. BumiAksara.
- Slamet Rosyadi, (2018), *Revolusi industri 4.0: Peluang dan Tantangan Bagi Alumni Universitas Terbuka*, researchgate, 2018.
- Indra Ranuh, (2018), *Evaluasi dan Rencana Penyerapan Anggaran 2018 dan Rencana Kerja dan Prioritas 2019*, BPSDM Provinsi Jawa Timur